



## SYLLABUS

### LTEC 5800/4040: Organization Development and Performance Improvement

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**Tel:** (940) 565-3174

**Office Hours:** By appointment

#### **COURSE INFORMATION**

- LTEC 4040 – Organization Development and Performance Improvement (3 credit hours)
- There will be NO face-to-face campus meetings for this course. Communication will consist primarily of asynchronous discussion postings. Some online synchronous meetings might be scheduled at specific times/dates with student input.

#### **Course Pre-requisites, Co-requisites, and/or Other Restrictions**

None.

#### **Materials – Text, Readings, and Supplemental Readings**

##### **Required text:**

McLean, G. M. (2006). *Organization Development: Principles Processes Performance*. Berrett-Koehler: San Francisco.

#### **Course Description/Purpose**

This course is designed to introduce students to organization development theories, concepts, models, principles, and practices. Students will be introduced to organizational issues and the need to assess, plan, and manage change to position the organization to operate more effectively at the individual, group, and organizational levels. Various change interventions will be explored.

#### **Format**

The course will be offered 100% online in 16-week format using Canvas accessed through standard web browsers. Each week will be scheduled with a beginning and ending date, with multiple activities assigned and due within each week. All students will participate, collaborate and progress together within each scheduled week.

#### **Learning Expectations**

In order to learn the important concepts, theories and people, the students will be asked to be active learners and take initiative to conduct research and share resources. Students will also be asked to examine their readings and resources critically.

#### **Goals and Objectives**

At the end of this course students will be able to successfully:

- Define organization development and its intended goals
- Describe the history of organization development
- Develop an understanding of the theories of organization development
- Identify and describe models for managing change
- Develop awareness of the need for change in organizations and why organizations fail to, or resist change
- Develop an understanding of the role of the leader and culture of the organization in the change process
- Apply some of the key concepts and tools/interventions in organization development at the individual, group, organizational levels

- Identify ethical issues associated with change, including organization development consultation

## ASSESSMENT & GRADING

In most cases, students will receive feedback on their course projects and assignments within one week of the posted due date. If feedback cannot be provided within this timeframe, the instructor will notify students when they should expect to see feedback. Grades will be determined as follows:

Percentage (approx.)	Assignments
30%	Chapter Analysis 4 @ 10 points each
35%	Discussions 5 @ 10 points each
10%	Case Study 15 points
20%	OD Intervention Presentation 25 points
5%	Peer Review & Critique of Presentations 10 points
Total points for the course: 140	

Grading Scale	
90-100 (126 pts -140 pts)	A
80-89 (112 pts – 125 pts)	B
70-79 (98 pts – 111 pts)	C
60-69 (84 pts – 97 pts)	D
Below 60 (83 pts and below)	F

*All late assignments will be penalized 10% unless you contact me in advance and we agree to an alternative arrangement. If an assignment is more than a week late, the maximum grade it can receive is a C.*

## Assignments

**Chapter Analysis:** In total, there are four (4) chapter analysis assignments worth 10 points each (approximately 30% of final grade). This assignment allows you to reflect and think critically on course content, as well as provides the opportunity to apply your new learning. See scoring guide for detailed information on this assignment.

**Discussions:** In total, there are five (5) discussion assignments worth 10 points each (approximately 35% of your final grade). To receive the maximum of ten points for each of the discussions, your participation must reflect

1. Preparedness with assigned readings/materials for the module under study and earlier modules (knowledge),
2. Positive, proactive attitude (dispositions), and
3. Professionalism (performance).

See scoring guide, which further expands on the details for discussion board participation. This document serves as a guide for requirements and contribution to the discussions. Points will be awarded based on the quality (most important) of your participation as posted on the discussion board. **For each discussion you are required to post your response before reading that of your classmates.** Then, respond to at least **two (2)** of your classmates' postings. Please do not wait until the last day to post your response or you may lose points. Responses must be substantive. Be engaged in the discussion as much as possible. This assignment should not be taken lightly as all the points together contribute substantially to your final grade. You are encouraged to converse and learn from and with one another in this format. These points cannot be made up. To make the discussions more meaningful, this assignment will be done in smaller groups because the class is fairly large.

**Case Study:** This assignment is worth 15 points (approximately 10% of final grade). Your case study assignment allows you the opportunity to connect with real workplace related issues as if you were an OD practitioner. You will identify key issues and brainstorm possible organization development solutions and interventions. See scoring guide for detailed information on this assignment.

**OD Intervention Presentation:** This assignment is worth 25 points (approximately 20% of final grade). This assignment can be done individually or with one (1) other classmate. You are required to select one (1) OD intervention at the individual, team, process, organizational, community, national, or global level. As soon as you have formed teams and decided on intervention, one team member should take the responsibility to email me the information. No two teams will present on the same intervention. This will be decided on a first-come first-serve basis. See deadline on course schedule for the date to email me the information of your team partner and the selected OD intervention.

Conduct a thorough research of the specific intervention chosen and use the questions in the module to guide your presentation. You will present your findings using a PowerPoint presentation with narration (audio). You can also select another mode of presentation with approval from the instructor. While it is important to address these questions, also include other points gathered from your research as relevant to your project. You are expected to provide evidence of class learning throughout. Each team member is required to participate as equally as possible and must participate in the PowerPoint presentation. If you decide to work as a team, each team member will be required to complete a quick peer evaluation form to help ensure that the presentation is graded fairly. See module and scoring guide for further details on actual presentation. Begin to work on this assignment as early as possible.

**Peer Review and Critique of Presentation:** This assignment is worth 10 points (approximately 5% of final grade). You are required to review and critique two (2) of your peers' PowerPoint presentations. See scoring guide for assignment details.

## **Expectations for Appointments or Office Hours**

### **Instructor Contact and Reply Policy**

If you need to reach me I would prefer to be contacted via the course message option in Canvas or email at [karen.johnson@unt.edu](mailto:karen.johnson@unt.edu). If the matter demands communication other than email, I will be happy to meet with you via a convenient and appropriate mode of contact whether phone (940-565-3174 - Office) or Zoom. If I do not respond to you within two-three business days, please resend your message. Your email might have been unintentionally overlooked or was not received at all. I will try my best to respond to any queries/concerns you may have within 2-3 business days. All assignments are due on a Monday. Assignments will be graded and returned to you within approximately seven business days. There will be a 15% reduction in final grade received for late assignment unless in extreme cases and with instructor permission. Students are encouraged to develop communication networks with other class members via electronic communication vehicles such as email via Canvas. Students should consider the communication parameters with regard to assignment due dates. Please do not wait until the "last minute" for clarification on assignments. I might not be able to respond to you in such quick turn-around before the assignment becomes due. Also keep in mind that you can encounter unforeseen problems with your Internet provider, software, or hardware. Pace yourself well as you work on assignments.

### **Late Work Information**

All course-related assignments are expected to be submitted on time. Any assignments not turned in by the stated deadline may be assigned a grade of zero unless the student has made prior arrangements with the instructor. If there are any questions concerning a late policy, please contact your instructor.

### **Incomplete Grade Information**

The department complies with university policy regarding the assignment of an Incomplete Grade in any course. Please see <http://registrar.unt.edu/grades/incompletes> for information. Per UNT policy, a grade of Incomplete can only be awarded to a student who is 1) passing the course and 2) has a justifiable and documented reason, beyond the control of the student, for not completing the course work on schedule. Notification and submission of documentation must be provided to the instructor at the time of the emergency.

### **Turnitin Notice**

Students may be required to submit written assignments for this class to Turnitin, a web-based plagiarism

detection service. If your instructor requires you to use this service, please remove your title page and other personal information prior to submitting your assignment to Turnitin.

## **COURSE COMMUNICATIONS**

In this class, we will use online discussions to discuss concepts and topics found in the coursework. Remember to use the proper rules of netiquette when on the forum. There is a real person reading your posts on the other end of the Internet connection, so please be respectful in your responses even when you disagree.

Resources regarding netiquette:

- [http://www.ic.sunysb.edu/Class/che326ff/discussion\\_board/etiquette.pdf](http://www.ic.sunysb.edu/Class/che326ff/discussion_board/etiquette.pdf).
- <http://online.uwc.edu/technology/etiquette>.

## **COURSE EVALUATION**

Students will be asked to complete the SPOT evaluation found at my.unt.edu at the end of the semester.

## **SCHOLARLY EXPECTATIONS**

### **Student Conduct and Academic Integrity**

All works submitted for credit must be original works created by the scholar uniquely for the class. It is considered inappropriate and unethical to make duplicate submissions of a single work for credit in multiple classes, unless specifically requested by the instructor. You are encouraged to become familiar with the university's Student Standards of Academic Integrity policy:

[http://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student\\_Affairs-Academic\\_Integrity.pdf](http://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student_Affairs-Academic_Integrity.pdf)

Of particular interest are the following terms:

- **Cheating** – intentionally using or attempting to use unauthorized materials, information, or study aids in any academic exercise. The term academic exercise includes all forms of work submitted for credit or hours.
- **Plagiarism** – the deliberate adoption or reproduction of ideas, words, or statements of another person as one's own without acknowledgement.
- **Fabrication** – intentional and unauthorized falsification or invention of any information or citation in an academic exercise.
- **Facilitating academic dishonesty** – intentionally or knowingly helping or attempting to help another to violate a provision of the institutional code of academic integrity.

### **Copyright Notice**

Some or all of the materials on this course Web site may be protected by copyright. Federal copyright law prohibits the reproduction, distribution, public performance, or public display of copyrighted materials without the express and written permission of the copyright owner, unless fair use or another exemption under copyright law applies. Additional copyright information may be located at: <http://copyright.unt.edu/>.

### ***Information for LTEC Web-based Courses***

#### ***Required Software and Hardware Required:***

Knowledge of personal computer operation is prerequisite to registering for and successfully completing this online course. Students taking the course should be proficient in the following software as well:

- Microsoft Word • Microsoft Excel • Microsoft Access

The acquisition of these skills is the responsibility of student and can be obtained through prior coursework and/or personal experience. A student who is not proficient in these programs should not register for this course.

Canvas is fully supported for both computers using Windows and Apple computers. This includes the programs noted above. Purchase and installation of the programs in a current and compatible version is the responsibility of the student. For personally owned computers, the UNT bookstore offers software for both systems with student pricing.

In addition, upon starting this or any LTEC Canvas course, students should review the "Check Browser" link in Canvas and install the appropriate browser and plug-ins and update their browser to the appropriate settings.

### ***Communication Parameters:***

Students should contact the instructor via the instructor's preferred communication. Instructors will attempt to respond to student emails within five business days. Business days do not include weekends or holidays. Students should not expect the communication parameters in a web-based class to significantly differ from the parameters in traditional campus-based classes.

Students are encouraged to develop communication networks with other class members via electronic communication vehicles such as Canvas email, bulletin board, and/or chat. Students should consider the communication parameters with regard to assignment due dates.

Please be aware that instructors will not be able to respond to "last minute" requests for assignment clarification, and students may encounter unforeseen problems with their Internet provider, software, or hardware.

### ***Student Responsibilities for Distributed Learning Courses:***

- Access course web page and initiate contact with instructor within the first week of the semester.
- Be able to work independently on course objectives, given the format for interaction with faculty and students will be non-traditional.
- Verify appropriate hardware and software as described in the course description.
- Provide instructor with access to your UNT email account (EagleConnect).
- Contact instructor or instructor's assistant within two days if any problems develop with regard to accessing the course.
- Adhere to communication parameters of course (i.e., email, discussion, chat)
- Adhere to communication parameters of course (i.e., email, discussion, chat)
- Comply with appropriate electronic etiquette and abbreviations.
- Acquire all necessary software and books.
- Complete all course requirements by posted deadlines.

Students should maintain electronic copies in chronological order of ALL journal entries, bulletin board responses, lesson plans, and other assignments listed within the "Sequence of Tests, Papers, and Activities" section of this syllabus. It is the responsibility of the student to verify that all messages AND attachments are sent to the course instructor. See "Course Attendance and Participation" section for more information.

***"All students should activate and regularly check their Eagle Mail (e-mail) account. Eagle Mail is used for official communication from the University to students. Many important announcements for the University and College are sent to students via Eagle Mail. For information about Eagle Mail, including how to activate an account and how to have Eagle Mail forwarded to another e-mail address, visit <https://eaglemail.unt.edu>"***

## **MEDICAL EMERGENCIES**

NOTE ABOUT MEDICAL EMERGENCIES: If you have a medical emergency that will prevent you from completing the course as scheduled, you **MUST** notify your instructor at the time of your medical problem. Requests for an INC or to drop the course must come at the time of the medical emergency and must be supported by a letter from your physician indicating that your medical situation will **NOT** permit you to work at your computer in order to submit your assignments as scheduled. Requests for an INC or to DROP this course based on a medical emergency **CAN NOT** be granted after the medical emergency. Of course, all requests must meet standard university policy.

### ***Information for ALL LTEC Courses Attendance and Participation***

The instructor reserves the right to request of the Registrar that a student be dropped from the course (W or WF) due to unsatisfactory progress. All students are expected to fully participate in all class activities. Full participation includes web-based activities.

### ***University Policy of Absence for Religious Holidays***

In accordance with state law, students absent due to the observance of a religious holiday may take examinations or complete assignments scheduled for the day missed within a reasonable time after the absence if the student has notified the instructor of each class of the date of the absence within the first 15 days of the semester. Notification must be in writing, either personally delivered with receipt of the notification acknowledged and dated by the instructor, or by certified mail, return receipt requested.

Only holidays or holy days observed by a religion whose place of worship is exempt from property taxation under Section 11.20 of the Tax Code may be included. A student who is excused under this provision may not be penalized for the absence, but the instructor may appropriately respond if the student fails to satisfactorily complete the assignment or examination.

### ***Professionalism***

**At all times, students are expected to conduct themselves in a professional manner. This includes being prepared for all class assignments, and being flexible to unforeseen changes in schedules and assignments.**

### ***Honesty and Integrity***

The UNT Code of Student Conduct and Discipline provides penalties for misconduct by students, including academic dishonesty. Academic dishonesty includes cheating and plagiarism. The term "cheating" includes, but is not limited to, (1) use of any unauthorized assistance in taking quizzes, tests, or examinations; (2) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; and (3) the acquisition, without permission, of tests or academic material belonging to a faculty or staff member of the university. The term "plagiarism" includes, but is not limited to, the use of the published or unpublished work of another person, by paraphrase or direct quotation, without full and clear acknowledgement. It also includes the unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials. If a student engages in academic dishonesty related to this class, the student will receive a failing grade on the test or assignment and a failing grade in the course. In addition, the case will be referred to the Dean of Students for appropriate disciplinary action.

## ***University Policy of Disability Accommodations***

In accordance with Section 504 of the federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, the University of North Texas endeavors to make reasonable adjustments in its policies, practices, services and facilities to ensure equal opportunity for qualified persons with disabilities to participate in all educational programs and activities.

Whenever a special accommodation or auxiliary aid is necessary in order to ensure access to and full participation by students with disabilities in University programs or services, the department or agency responsible for the program or service to which the individual requires access will work with the Office of Disability Accommodation and appropriate federal and state agencies to ensure that reasonable accommodations are made.

The student requiring special accommodation or auxiliary aids must make application for such assistance through the Office of Disability Accommodation. Proof of disability from a competent authority will be required, as well as information regarding specific limitations for which accommodation is requested.

The University assumes no responsibility for personal assistance necessary for independent living nor for specialized medical care. Students requiring personal attendants or mobility assistants must employ such persons at their own expense before completion of registration. Students requiring specialized medical care above and beyond that ordinarily offered through the Student Health Center should be prepared to bear the expense of this care through a general hospital or a private physician/clinic of their choice.

Changes may be made as long as it does not compromise the quality of education. Cooperation of faculty, staff, and students is needed to help with physical access and to meet academic requirements. For example, giving extra time on tests or assignments, substituting courses, or adapting classroom presentations (like allowing tape recorders, note takers, or asking a professor to face the class when speaking to allow students to lip read) may be done.

Questions or concerns about discrimination on the basis of disability or about equal educational opportunities for persons with disabilities should be directed to Equal Opportunity Office, Room 203, Administration Building, 940.565.2456. Information concerning specific accommodations to provide equal opportunities is available through the Office of Disability Accommodation, Suite 324, Union, 940.565.4323.

## ***Bureau of Citizenship and Immigration Services Regulations for F1 Visa Holders***

To read INS regulations for F-1 students taking online courses, please go to this website <http://www.immigration.gov/graphics/services/visas.htm> and select the link to "8 CFR 214.2(f)" in the table next to "F-1." Paragraph (f)(6)(i)(G)

A Final Rule with clarifications on the restriction can be found in a pdf file located at <http://www.immigration.gov/graphics/lawsregs/fr121102.pdf>

Within this document, refer to Section IX on page 9 with the subject header "Online and Distance Education Courses."

To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in advance by the instructor) can include activities such as taking an on-campus exam, participating in an on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course. If such an on-campus activity is required, it is the student's responsibility to do the following:

(1) Submit a written request to the instructor for an on-campus experiential component within one week of the start of the course.

(2) Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Advising Office. The UNT International Advising Office has a form available that you may use for this purpose.

Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, s/he should contact the UNT International Advising Office (telephone 940-565-2195 or email [international@unt.edu](mailto:international@unt.edu)) to get clarification before the one-week deadline.





# Course Schedule

## *LTEC 5800/4040: Organization Development and Performance Improvement*

Late assignments will not be accepted, except in extreme circumstances and in consultation with the instructor. You will lose 10% on grade earned for late assignments.

Module	Week	Required Readings	Assignments	Possible Points	Due Date
	Week 1	Course Overview	Welcome & Introduction	5 (bonus pts)	Jan 20
1	Week 2	Chapter 1 – What is Organization Development? Chapter 2 – Entry: Marketing and Contracting	Chapter Analysis 1	10	Jan 27
2	Week 3	Chapter 3 – Start-up and Systems Theory Chapter 4 – Organizational Assessment and Feedback	Discussion 1	10	Feb 3
3	Weeks 4 – 5	Chapter 5 – Action Planning and Introduction to Interventions Chapter 6 – Implementation: Individual Level	Chapter Analysis 2 Discussion 2	10 10	Feb 10 Feb 17
4	Weeks 6 – 7	Chapter 7 – Implementation: Team and Inter-team Levels Chapter 8 – Implementation: Process Level	Discussion 3 Chapter Analysis 3	10 10	Feb 24 Mar 2
5	Weeks 8-10	Chapter 9 – Implementation: Global Level Chapter 10- Implementation: Organizational Level Chapter 11 – Implementation: Community and National Levels	Chapter Analysis 4 Discussion 4  Select teammate for the OD Intervention Assignment. You also have the option of working on your own	10 10	Mar 16 Mar 23
6	Weeks 11-12	Chapter 12 – Evaluation of Processes and Results Chapter 13 - Adoptions of Changes and Follow-Up Chapter 14 - Reasons for Separation from the Organization OD Readiness	Case Study Discussion 5  By latest 3/30 email TA name of team member & OD Intervention selected. If you plan to work on your own also email the details.	15 10	Mar 30 Apr 6
7	Weeks 13-14	Chapter 15 – Ethics and Values Driving OD Chapter 16 – Competencies for OD Chapter 17 – Issues Facing OD and Its Future	OD Intervention Presentations	25	Apr 20
8	Week 15		Review and Critique of Presentations	10	Apr 27

	Week 16	Wrap up Extra Credit Activity	Discussion (Optional)	5 (Bonus Points)	May 4
		<b>Total Possible Points</b>		<b>140</b>	

*Assignments are always due on Monday following the module. This schedule is tentative to change. If there are changes, you will be notified in a timely manner*